PS

BUSINESS CONTINUITY PLAN Eastwood High School Kathryn Sinclair Head Teacher Siobhan McColgan Head of Service Janice Collins Education Senior Manager Ruth Adams Education Provision Manager Version 2 July 2024

This Plan is owned by the **Head Teacher/ Head of Centre**, and will be <u>activated by them</u>, in conjunction with the **Head of Service/ Education Senior Manager/ Education Provision Manager**, where there is an interruption to acceptable service delivery that is not possible to be addressed through normal 'business as usual' arrangements

The Plan provides key information that would be important to the identification of key priorities, and the resources / personnel required to deliver these priorities in a disruptive incident which may affect a single, or multiple teams.

Contents

1. IMMEDIATE RESPONSE – HEAD TEACHER/ HEAD OF CENTRE / LEAD ACTIONS CHECKLIST

The following is a summary of suggested actions that should be taken by the Head Teacher/ Head of Centre / Lead in the **initial** response to an incident.

TO BE COMPLETED BY HEAD TEACHER/ HEAD OF CENTRE / LEAD	
TASK	**COMPLETE (tick)**
If necessary and using professional judgement: • Follow Evacuation Procedures; • Call Emergency Services. • Collect grab bag/ emergency box if required to leave the school building	
• Consider arrangements to maintain the health, safety and wellbeing of staff, learners and visitors	
• Gather as much information as possible - this will help you with situational reporting. Fire Services Information Sheet may require to be used.	
If possible: • Inform Head of Service/Education Senior Manager; • If Head of Service is not available, notify Director who will inform the Chief Executive / CMT / CRMT and Civil Contingencies Service where appropriate.	
• Liaise with relevant Education Manager to consider assistance from other Services that would be beneficial to support incident response.	
• Maintain an Incident Log / record of all decisions and actions. See Incident Log Book.	
• Liaise with relevant Education Manager to assess the situation and level of response required.	
• Consider additional existing Plans and arrangements that could support your response to the incident.	
Communications - In conjunction with the Head of Service / Corporate Communications Team • If necessary (dependent on scale of impacts), Education Senior Management will advise staff, parents/ carers, wider community, elected members and media • It is essential that school and corporate messaging are consistent – group call to be used as form of communication • In the event that there is disruption to power/internet connectivity, look to establish contact with the relevant Education Manager to seek advice on informing parents/carers about the issues.	
• If required BSM notifies Insurance (this must be actioned following incidents occurring within / affecting East Renfrewshire Council premises) – may include details of damage to building, or designation for alternative use as part of local / wider incident response. Information required for reporting damage to council property – Insurance form available. Grab bag to be collected where departure of building is necessary	

2. ONGOING RESPONSE – HEAD TEACHER/ HEAD OF CENTRE / LEAD ACTIONS CHECKLIST

The following is a summary of suggested actions that should be taken by the Head Teacher/ Head of Centre / Lead in the **ongoing** response to an incident – where impacts may be protracted.

TO BE COMPLETED BY HEAD TEACHER/ HEAD OF CENTRE / LEAD	
ACTION	**COMPLETE (tick)**
• Update staff on a regular basis to keep them appraised of the incident response and activities required, ensuring messages are consistent, factual and are agreed by the Head of Service.	
• Relevant Education Manager will implement arrangements to restore Services on a prioritised basis, **Refer to Essential Services / Processes within this Plan.**	
• Consider staffing levels and health & wellbeing requirements. **Refer to Staff Health and Wellbeing within this Plan**	
Temporary Accommodation (where primary accommodation is unavailable / unsuitable) • Relevant Education Manager will consider whether remote learning/ temporary accommodation/ relocation is necessary including ICT systems	
• Continue to log decisions and actions taken in response to the incident.	

3. LIST OF ESSENTIAL SERVICES / PROCESSES UNDERTAKEN BY THE TEAM

This is a list of essential services / internal processes undertaken by the Team that must be maintained and prioritised in an incident. It is noted that, dependent on the type of incident and scale of impacts, the CMT / CRMT will determine which services are most important to prioritise. However, it can be presumed that 'life and limb' services will be prioritised over other services, where such decision requires to be taken with the purpose of protecting life.

- **Essential Services are undertaken to protect life and limb (e.g. the health of service users) – either directly or a, fulfil statutory duties, be of financial importance and / or protect organisational reputation**

Essential Services / Processes undertaken by the Team that are required to be restored within the first 24 hours, following an incident

Service / Internal Process Reference	Life and Limb (Y/N)	Statutory Duty (Y/N)	Financial Impact from non-delivery (Y/N)	Reputational Impact from non-delivery (Y/N)
Health, Wellbeing & Safety of Children & Staff, e.g.: − Communication (particularly during an incident) − GIRFEC	Y	Y	N	Y

– Safe Learning / Working Environment – Provision of Food (Free School Meals) – Child Protection – Pupils with ASN				
SQA Exams (April – May)	N	Y	N	Y

** NOTE: HIGHLIGHT IN <mark>YELLOW</mark> ANY SERVICES WHICH HAVE <u>NO TOLERANCE FOR DISRUPTION</u>**

Essential Services / Processes undertaken by the Team that are required to be restored within 2 – 7 days, following an incident

Service / Internal Process Reference	Life and Limb (Y/N)	Statutory Duty (Y/N)	Financial Impact from non-delivery (Y/N)	Reputational Impact from non-delivery (Y/N)
Provision of Education Curriculum	N	Y	N	Y

Non-Essential Services and/or Lower Priority Functions – Services unlikely to be prioritised during an incident, with the aim of being re-started once Essential Services are restored, sustainably.

Provision for School Administration Services

4. ESSENTIAL SERVICES / PROCESSES (SUPPLY CHAIN / DEPENDENCIES)

This section includes details of:
   (a) Other Council Teams that Education are dependent on to support the delivery of services.
   (b) External Suppliers, from whom services / resources are supplied to this team, to enable delivery of essential services.

Note: Where resilience does not exist within external suppliers' provision – that the Team will require to consider alternative arrangements to address this risk of potential failure in a disruptive incident – this may, for example be the identification of an alternative service / resource supplier.

   (a) Internal Dependencies:

Council Team	Details of Support Provided	Point(s) of Contact
All Education Transport	Education Transport for pupils to and from their home to school and pupils moving around the authority during the school day from one establishment to another,	Graeme Hay Lynda Kiernan

HSCP Staff within schools incl nurses and professions allied to medicines			Contact to be made by individual school to their contact
Property and Technical Services	Building related issues handled by the team		Tommy Kelly or Establishment Property Officer
IT Dept.	Advice and guidance		Via Graeme Hay
Facilities Management	Janitorial/Catering Supplies provision		John Feeney/Nicky Joiner

External Dependencies: - establishments should consider any external dependencies not mentioned above.

5. ESSENTIAL SERVICES / PROCESSES (RESOURCE AND EQUIPMENT REQUIREMENTS)

Where agreed, and if appropriate to the circumstances of an incident, home working arrangements should be implemented where these exist. Plan Owners should give consideration to the absolute minimum number of Staff, required to deliver the Service, during an incident, in a worst-case scenario.

This summarises the accommodation and equipment needed to maintain the Team's **essential services**.

Service / Process (From Section 3)	No of staff (FTE equivalent) required to deliver the Service / Process – include non-teaching staff	(Worst Case Scenario) Minimum number of Staff Required to deliver the service - – include non-teaching staff	Rooms and Furniture required (e.g. chairs, desks	Equipment required (e.g. IT and teaching materials	Records and Documentation required	Health Care requirements	Utilities
Immediate safety of staff and pupils e.g. event of poor weather - Establishments should consider collocating learners and available staff to best meet supervision ratios	**Based on anticipated roll for 24/25** 32Teachers 3ASN 2Admin Also appropriate number of: Catering, Janitorial	**Based on anticipated roll for 24/25** 20Teachers 3 ASN 1 Admin Also appropriate number of: Catering, Janitorial First Aiders	Use of areas in school that hold larger numbers e.g. Atrium Area, Dining Area, Gym Halls, Drama Hubs and also classrooms. School Office	See Section 6	Pupil and Staff Registers Access to Pupil & Staff Records Seemis, Glow, Education Network, PEEPS, BCP Aide Memoir, Groupcall	First Aid Supplies Use of Medical Room including Hoist	Catering Provision, Heating, Water, Sanitation, Electricity, Shelter

	First Aiders		Chairs and Desks in areas being used				
Partial delivery of all core functions - Dependent on school roll and partial service interruption–Consider what core functions can be maintained on site.	**Based on anticipated roll for 22/25** 32Teachers 3ASN 2Admin Also appropriate number of: Catering, Janitorial First Aiders	**Based on anticipated roll for 24/25** 20Teachers 3 ASN 1 Admin Also appropriate number of: Catering, Janitorial First Aiders	Desks and Chairs as appropriate based on number of pupils and staff in school. Pupils can also learn from home online via Glow Classroom	See Section 6	Pupil Access to Glow Classroom and online learning materials. Staff Access to laptops	First Aid Supplies Use of Medical Room	Catering Provision, Heating, Water, Sanitation, Electricity
Delivery of all core functions	All staff required to ensure delivery of all core functions	All staff required to ensure delivery of all core functions	All Classrooms, Support Rooms and Office Spaces. In addition use of Drama Hubs, Gyms and Dining Areas etc.,	See Section 6	Full IT Access to all programmes used across school	First Aid Supplies Use of Medical Room	Catering Provision, Heating, Water, Sanitation, Electricity

6. ESSENTIAL SERVICES / PROCESSES (ICT APPLICATIONS / SOFTWARE REQUIREMENTS)

Completion of this section will provide a basis for ICT Services to effectively prioritise the resilience and recovery of applications / software in an outage.

ICT Application / Software Name	Purpose of Application	Justification (Detail: Life & Limb; Statutory; Financial or Reputational from Section 3)	Maximum Tolerable Outage	Recovery Time Objective Recovery Point Objective **To be completed by ICT**	Alternatives if Application / Software is Unavailable **Enter 'NIL' where applicable**
SEEMIS	Pupil/Staff Records	Y	48 Hours		Pupil and Staff Paper Registers until system available again
Groupcall	Communication with parents	Y	48 Hours		School Website/Twitter
GLOW	Teaching and Learning Resources	N	48 Hours		Teaching Resource Materials
Mobile Telephones	To allow communication in the event of telephone failure	N	24 Hours		Use of staff personal telephones

7. BUSINESS CONTINUITY SCENARIOS

The following outlines key strategies that Housing would look to employ in the event of most likely consequences of a disruption to service continuity (Loss of Premise, Loss of Staff, Loss of Systems, Loss of Supplier)

a) Scenario 1 - Loss of Premise

Examples	Key Considerations/Guidance	Detail your Response Arrangements
• Fire / Explosion • Flood • Disruptive Weather Event	• Exit of staff/ learners/ visitors from existing building (if impacted when working) • Accounting (Roll Call) • Staff/ learners welfare – including pupil collection	• Staff will refer to the evacuation procedures where there is an immediate need to leave the building for safety reasons.

| Utility Disruption (power cut, loss of water, etc.)
• Other | • Staff Working arrangements - taking into account the likely length of disruption – exceptional circumstance remote working | • Identify Staff working arrangements: communicate through a briefing or Google Meets |
| | • Relocation of staff to an alternate premise
Total or partial closure decision will be taken by Education Director or their nominee | **Eastwood High School Sports Centre, Capelrig Road, Newton Mearns G77 6NQ 0141 577 8697** |

b) Scenario 2 – Loss of Staff

Examples	Key Considerations/Guidance	Detail your Response Arrangements
• Outbreak / disease (pandemic, seasonal flu, etc.). • Severe Weather • Transport disruption / fuel shortages • Wide Area Power Outage • Lack of suitable staff able to be recruited / lack of available agency staff	• Identify core employee groups. • Monitor and prioritise delivery of essential / core services – suspending or reducing services where possible. • Re-deploy staff as required. • Remain in communication with staff. **Total or partial closure decision will be taken by Education Director or their nominee**	• Contact Graeme Hay to advise of outbreak. • Follow NHS procedures and advise families accordingly • Take a preventative approach by ensuring everyone follows hand and hygiene measures and windows always open to reduce risk on an on-going basis. • Apply procedures highlighted in Severe Weather Contingency Plan • Assess risk within building and adapt learning to meet demands of the service, in line with above policy. • Deploy all staff to teach where need is required due to staff absence. • Inform QIM and collaborate within Campus and/or Cluster to meet the demands of the service by accessing staff from other establishments, if able to.
• Industrial Action	Industrial action will be managed at department level.	• Complete risk assessment and advise mitigations

c) Scenario 3 – Loss of Systems

Please note that loss of systems looks to consider Computer Programmes, as well as goods, utilities, etc.

Examples	Key Considerations/Guidance	Detail your Response Arrangements
• System / Programme Failure	The length of the disruption • Liaison with IT on appropriate advice and information for employees; • Ensure compliance with IT Disaster Recovery plan as it refers to the service. • Use of backup / paper processes. • Appropriate pupil registration processes in place in event of Click and Go outage	• Identify contingencies and notification process: • Contact Graeme Hay to advise loss of systems and inform Comms Team to alert families to system being down • Advertise through school twitter and website • Use personal mobile phones to liaise with Department • Registers on paper until system is operational.
• Power / Utility Failure	• What external telephone numbers are critical to running the business and how will we know what numbers these are? • Are there alternative means to access the internet? • Are there alternative means to contact parents/carers in the event that power/internet is unavailable? • Contact P&Ts to ensure immediate contact with suppliers – providing alternative contact routes (e.g. Email, working phones, etc. Establish timescales for reintroduction and assess impact); • Is it safe for pupils/staff to remain in the building? How to maintain safety and security of premises?	• Refer to Section 8 for main contacts • Risk assess building in relation to service provision linked to environmental factors – time of year/temperature • Contact Graeme Hay to advise of current level of risk • Liaise with Janitor, link with Property and Tech for emergency repair • Consider partial evacuation, if required • Agree next steps based on needs of staff and learners.
• Cyber Attack or Lost / Stolen Device	• Notify Education Senior Manager and ICT (potentially also need to notify the Data Protection Officer & Information Security Officer) with all known details; • Establish timescales for reintroduction and access impact; •	• Employ GDPR training and protocols

c) Scenario 4 – Loss of Supplier

It is envisaged that most loss of suppliers would impact all schools e.g loss of catering supplier. This will be managed at departmental level.

Examples	Key Considerations/Guidance	Detail your Response Arrangements
• Loss of Supplier / Supply of Goods is Lessened	• Notice given / communication from existing supplier. • Identify requirements; • Arrange alternative provisioning – liaise with Procurement. • Possibly look towards mutual aid for adjacent councils.	• Identify critical aspects of the service which would be impacted and your contingencies: • Access alternative digital provision if loss is linked to learning • School meals would be the most significant loss and Catering Manager would work with Facilities Management to address this. • In relation to cleaning materials look to campus/ cluster colleagues and beyond to support

8. KEY TEAM AND EXTERNAL CONTACT DETAILS

The following register of key contacts within the Team should be referenced to enable initial, and ongoing contact during an incident. **Head Teacher/ Head of Centres may also refer to the Incident Management Contacts Directory for senior-level contacts in other teams –** this is routinely updated by the Civil Contingencies Service (CCS).

Note: The Council's Incident Management Contacts Directory will be utilised to initially contact appropriate senior contacts within the Council.

NAME	POSITION/ROLE	EMAIL ADDRESS	OFFICE CONTACT NUMBER	ALTERNATIVE CONTACT DETAILS
INTERNAL (THIS TEAM)				
Mark Ratter	Director of Education	mark.ratter@eastrenfrewshire.gov.uk	0141 577 8635	07403 338 650
Joe McCaig	Head of Education Services (Provision and Resources)	joe.mccaig@eastrenfrewshire.gov.uk	0141 577 3229	07793 160 082
Janice Collins	Head of Service (Quality Improvement)	Janice.collins@eastrenfrewshire.gov.uk	0141 577 3204	07798 934 898
Siobhan McColgan	Head of Education Services (Equality and Equity)	Siobhan.mccolgan2@eastrenfrewshire.gov.uk	0141 577 3103	07788 542 577
Ruth Adams	Education Provision Manager	ruth.adams@eastrenfrewshire.gov.uk	0141 577 3574	07889 592 957
Graeme Hay	Education Senior Manager – Leading Change	Graeme.hay@eastrenfrewshire.gov.uk	0141 577 3217	07741 235 252

Nick Smiley	Principal Educational Psychologist	nick.smiley@eastrenfrewshire.gov.uk	0141 577 8514	07443 399 841
Rosamund Rodriguez	Quality Improvement Officer	@eastrenfrewshire.gov.uk	0141577	
Joanne Flanagan	Education - Health and Safety Advisor	joanne.flanagan@eastrenfrewshire.gov.uk	0141 577 4521	07769 726 040
Allison Angelini	Business Support Manager	Allison.Angelini@eastrenfrewshire.gov.uk	01415772203	07595373849
EXTERNAL (OTHER COUNCIL TEAMS / ORGANISATIONS)				
Iain Stewart	ERCL – Lets	iain.stewart@ercultureandleisure.org	0141 577 3906	07775 842 627
Derek Madden	Property and Maintenance Officer	Derek.Madden@eastrenfrewshire.gov.uk	0141 577 8380	For Emergencies/ Out of Hours: 07765 613906
Alison Drummond	CHSU - Health and Safety Manager	alison.drummond@eastrenfrewshire.gov.uk	07799 555 587	
	CCTV Control Room – Duty Officer		0141 577 3696	0141 577 3697
Colin Hutton	Senior Communications Officer	colin.hutton@eastrenfrewshire.gov.uk	0141 577 3045	07533 473 620
Chris Quinn	Insurance and Fraud Officer	Chris.Quinn@eastrenfrewshire.gov.uk	0141 577 3563	07791 659 371
Eleanor Campbell	Digital Services Manager	eleanor.campbell@eastrenfrewshire.gov.uk	0141 577 3495	07885 818 012
Raymond Prior	Head of Childrens Services and Criminal Justice	raymond.prior@eastrenfrewshire.gov.uk	0141 451 0748	07870 513923
Community Safety			0141 577 3733/ 8348	
Police Scotland			Local (Non Emergency) – 101 Emergency – 999	
Scottish Fire and Rescue			Emergency – 999 Clarkston – 0141 638 2222	

			Barrhead – 0141 881 2222	
NHS Greater Glasgow and Clyde			**Public Health Protection – 0141 201 4917 (Office Hours)** **24 Hour Contact Centre – 0141 211 3600**	
Scottish Gas Network			**0800 811 505**	
Scottish Power Energy Networks			**105**	
Scottish Water			**1PstP Instance: Customer Management Centre – 0131 445 7562** **2PndP Instance: Intelligent Control Centre – 0141 565 4371** **Finally:** **0845 600 8855 (asking for a member of the Emergency Planning Team)**	

9. STAFF HEALTH AND WELLBEING – SUPPORT AND SIGNPOSTING

Council Staff have access to a range of wellbeing support. A number of avenues of support are outlined on the Staff Intranet:
- Employee Support & Advice (Counselling, Money Worries) - http://intranet.erc.insider/advice_counselling_support
- Occupational Health - http://intranet.erc.insider/article/7866/Occupational-Health
- Wellbeing @ Work (policies and advice) - http://intranet.erc.insider/wellbeing
- Counselling support is available to all employees through the Council's Counselling Service, PAM Assist. Counselling can be arranged 24 hours a day 7 day per week by phoning the free help-line number: 0800 882 4102 or by email: counsellingteam@pamassist.co.uk
  Resources are also available on their website www.pamassist.co.uk
  The Username is ERC and the password is ERC1

10.   INCIDENT DEBRIEFING AND LESSONS LEARNED

Debriefing is an important post-incident activity that can guide an improved response to future incidents, and would typically consider the following elements:
- How well prepared were we?
- How well did we do?
- What can we do better in the future?

Undertaking a debrief and considering the above will enable the following:
- Document key lessons to be learned;
- Identify any positive points or ideas that might establish good practice across the Council;
- Implement arrangements to improve future incident response and embed further resilience within the Service, and Council.

It is important to note the purpose of the debrief is not to apportion blame to an individual or team for elements of response that did not go well, but to pragmatically establish key challenges encountered, and how future incident response arrangements could be strengthened.

Where an incident is isolated to a single service area or is relatively minor, services can conduct their own debrief at the discretion of the Head of Service. Where an incident impacts on a wider range of Council Services, a corporate debrief may be held, and individual services (through Heads of Services) may be requested to provide feedback as part of this process.

A debrief should be held as soon as it is safe, appropriate and practicable to do so, but should not impact on any ongoing activities associated with incident response.

A Debrief Response Template is available on request from the Civil Contingencies Service (CCS).

11. PLAN REVIEW AND MAINTENANCE

This Service Business Continuity Plan should be reviewed on an annual basis or following an incident / event for which it has been activated. This is the responsibility of the Service Manager / Team Lead.

Document Control

Version	Date	Change Made	Next Review
1	September 2023		
2	July 2024	YES	July 2025

Plan Validation Record (Exercises / Incidents)

Date	Type	Participants	Summary

Storage – This document is retained by the following officers / teams:

Copy	Type of Copy	Location
Civil Contingencies Service	Electronic	CCS Shared Network Drive